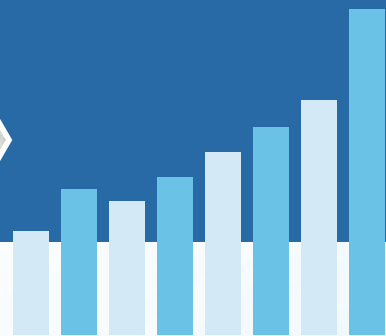
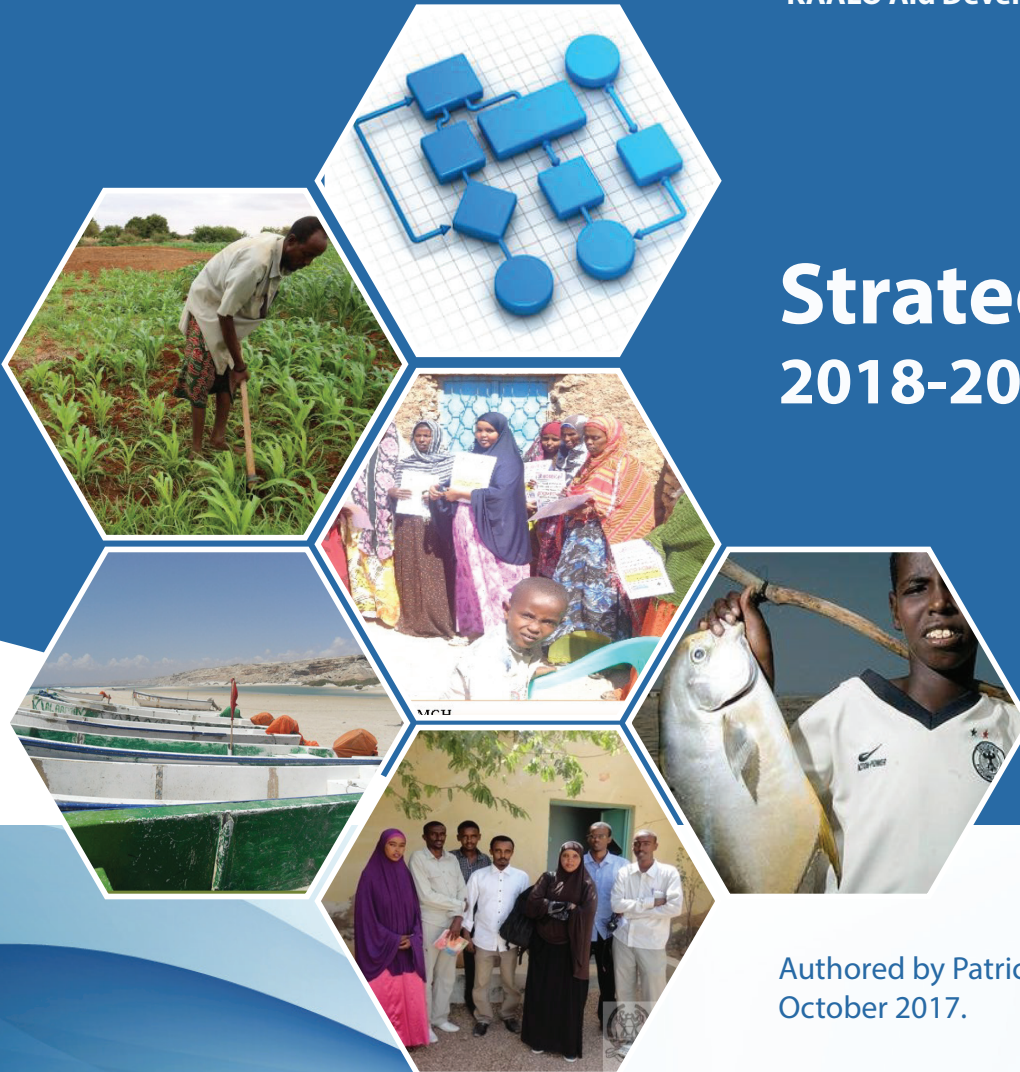




★ **K A A L O**  
Aid & Development  
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KAALO Aid Development Organization

# Strategic Plan. 2018-2020



Authored by Patrick Tumusiime.  
October 2017.

**Front Cover**  
**inside**

**KAALO Aid Development Organization**

# **Strategic Plan. 2018-2020**

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October 2017.

# Table of Contents

|  |           |
|--|-----------|
| (i) List of Acronyms.....  | 3         |
| (ii) Acknowledgements .....  | 5         |
| (iii) Executive Summary. ....  | 6         |
| <b>1.0 Introduction .....</b>  | <b>10</b> |
| <b>1.1 Organizational Description .....</b>  | <b>10</b> |
| <b>1.2 KAALO’s Vision, Mission and Core Values.....</b>  | <b>11</b> |
| Table 1. Thematic Areas and Geographical Areas.....  | 12        |
| <b>1.3 Approach and Methodology.....</b>   | <b>13</b> |
| <b>2.0 Background .....</b>  | <b>14</b> |
| <b>2.1 Landscape Assessment/Context Analysis.....</b>  | <b>14</b> |
| <b>2.2 Performance Assessment.....</b>   | <b>21</b> |
| <b>3.0 Strategic Issues.....</b>   | <b>24</b> |
| <b>3.1 Strategic Focus &amp; Objectives. ....</b>  | <b>25</b> |
| <b>3.2 KAALO - Strategic Results Framework .....</b>   | <b>26</b> |
| Strategic Area 1: Water, Sanitation and Hygiene. ....  | 26        |
| Strategic Area 2: Livelihood & Resilience, Disaster Risk Reduction, and Emergency Response. .... | 27        |
| Strategic Area 3: Human Rights, Access to Justice, Women Equality & Protection Services .....    | 28        |
| Strategic Area 4: Organizational Effectiveness .....   | 29        |
| <b>3.3 Cross cutting Issues: .....</b>   | <b>30</b> |
| <b>4.0 Translating the Strategy into Operations. ....</b>  | <b>32</b> |
| <b>4.1 Partnerships, Networking &amp; Collaboration.....</b>                                     | <b>32</b> |
| <b>4.2 Harnessing ICT.....</b>   | <b>32</b> |
| <b>4.3 Capacity Building.....</b>  | <b>32</b> |
| <b>4.4 Research and Documentation.....</b>   | <b>33</b> |
| <b>4.5 Advocacy.....</b>   | <b>33</b> |
| <b>5.0 Monitoring, Evaluation &amp; Learning Plan.....</b>                                       | <b>34</b> |
| <b>5.1 Organizational arrangements for M&amp;E .....</b>   | <b>34</b> |
| <b>5.2 Inputs/Arrangements for M&amp;E. ....</b>   | <b>35</b> |
| <b>5.3 Key Elements for formative evaluation of the strategic plan. ....</b>                     | <b>35</b> |
| <b>5.4 Key Elements for summative Evaluation of the plan. ....</b>                               | <b>36</b> |
| <b>5.5 Means of Verification/Instruments for M&amp;E .....</b>                                   | <b>36</b> |
| <b>6.0 Resourcing the Strategy. ....</b>   | <b>37</b> |
| <b>6.1 Summarized Budget in US Dollars .....</b>   | <b>38</b> |
| <b>7.0 Appendix .....</b>  | <b>40</b> |
| <b>1.0 KAALO SWOR Matrix .....</b>   | <b>40</b> |
| <b>2.0 Participants of Strategy Workshop .....</b>   | <b>41</b> |

## (i) List of Acronyms

|            |  |
|------------|--|
| CSO        | Civil Society Organization                                     |
| DPA        | Danish People's Aid  |
| DRR        | Disaster Risk Reduction  |
| EU         | European Union   |
| ESCR       | Economic, Social, Cultural Rights                              |
| FAO        | Food Agriculture Organization.                                 |
| FGM        | Female Genital Mutilation                                      |
| HRCU       | Human Rights Centre- Uganda                                    |
| HRD        | Human Rights Defenders   |
| HH         | House Holds  |
| IDPs       | Internal Displaced People                                      |
| ILO        | International Labor Organization                               |
| IOM        | International Office of Migration.                             |
| IRC        | International Rescue Committee.                                |
| KAP        | Knowledge Attitudes and Practices.                             |
| M&E        | Monitoring and Evaluation                                      |
| MDA        | Ministries, Departments and Agencies                           |
| NCA        | Norwegian Church Aid   |
| NGO        | Non-Governmental Organization                                  |
| OPD        | Out Patients Department  |
| POCs       | Persons of Concern   |
| PPP        | Per Person Per day   |
| RIM        | Regional and International Mechanisms                          |
| SDG        | Sustainable Development Goals                                  |
| SGBV       | Sexual and Gender based Violence                               |
| SWOR       | Strengths, Weaknesses, Opportunities, Risks                    |
| SIDA       | Swedish International Development Agency                       |
| TVET       | Technical Vocational Education and Training                    |
| UNHCR      | United Nations High Commission for Refugees                    |
| UNESCO     | United National Education and Scientific Cultural Organization |
| UNDP       | United Nations Development Programme.                          |
| UN Habitat | United Nations Habitat   |
| UHRC       | Uganda Human Rights Commission                                 |
| USAID      | United States Agency for International Development             |
| WASH       | Water Sanitation and Hygiene.                                  |
| WBDs       | Water Borne Diseases   |

## ii) Message from the Executive Director

On Behalf of Board of Directors, it is my pleasure to present KAALO strategic Plan from 2018 – 2020. We would like to thank all of you – KAALO staff, Community members, partners and funders for participating and supporting our planning process.

This Strategic Plan is important in that it articulates our Mission and Core Values as an organization as well as our Vision for the next three years. It also outlines the strategic directions that are key to facilitate us realize our Vision and achieve our Mission. As we pursue our strategic directions, services will be developed, programs will be added and partnerships will be nurtured, with the intent to strive towards improved standards of living and equitable development by transforming the lives of the most vulnerable communities in Somalia using sustainable approaches in humanitarian and development interventions.

KAALO looks forward to the next three years as we implement our Strategic Plan. With your help we are confident that we will be successful in our Mission and continue to be an organization that we can each take pride in.

Thank you for your significant input, as well as your continued support and enthusiasm as we engage in this exciting journey and watch our plan unfold.

Mohamoud Sheikh Hamid,  
Executive Director, KAALO.

## (ii) Acknowledgements

The process of developing this strategic plan was highly interactive and participatory which involved different stakeholders at various levels. Without the support and generous contributions of our stakeholders, the task of developing this plan would not have been a success. To this end, they are appreciated!

Appreciations go to the Board of Directors, Executive Director and the entire technical staff at KAALO that provided material and intellectual support toward the entire strategic plan development process.

The KAALO is thankful and takes great recognition of Diakonia for their unwavering financial support towards developing this strategic plan.

Literature and intellectual property from different organizations within and outside the KAALO was utilized. We appreciate and recognize all organizations whose materials have been quoted and referred to.

*“ . . . we are confident that we will be successful in our Mission and continue to be an organization that we can each take pride in”*

## (iii) Executive Summary.

KAALO Aid Development organization is a community- based; non-governmental organization located in Garowe, Puntland and is playing an active role in transforming the lives of the Somali community. The organization was established in 1991, immediately after the collapse of the Somali government.

While in its infant stages, KAALO focused so much on aspects of emergency and humanitarian response operations because the situation then required life saving interventions and those that alleviate suffering among the refugees and the internal displaced people. With the relative peace and security situation having returned to normal in most parts of Puntland, KAALO is also adjusting from entirely focusing on emergency operations to focus on development interventions as well.

This new strategic plan is a product of a highly participatory and consultative process representing different stakeholders from the government, development partners, the community and, the staff of KAALO. It reflects the strategic choices and priority thematic areas for KAALO Aid organization for the next 3 years (2018-2020). Unlike the previous plan that had eight priority sectors; this one has narrowed the scope to only 3 sectors namely; Livelihood, WASH and Human Rights, Access to Justice, Women Empowerment and Protection services for the most vulnerable communities and individuals.

The decision to focus on a few sectors evolved from the lessons learnt during the course of implementing the previous strategy, and the desire to achieve more impact as opposed to merely having a foot-print in almost every sector. This strategic is also aligned to the strategic interventions outlined in the Revised Puntland Development Plan (2017-2019), and as such, it is in tandem with the Somali Development Plan 2017-2019 and the relevant Sustainable Development Goals respectively. The alignment to these higher plans is a reflection of the fact that KAALO is conscious that it is simply making a contribution towards the development objectives of Somali community and we are doing so for and on behalf of the Puntland government.

As highlighted above, the strategic plan is hinged on the priority strategic interventions within the sectors identified and profiled in the Revised Puntland Development Plan (2017-2019). To this end, a number of outcome areas have been mapped describing how the desired change should look like once the right portfolios of interventions have been implemented. In essence, it describes and contribution the change KAALO will make. The context analysis for the selected sectors was conducted to further inform and guide KAALO on the different strategic issues, choices and interventions needs to address.

For instance under the Water, Sanitation and Hygiene sector; available data mostly from UNICEF, UNOCHA, and UNHCR indicated that 56% of the Somali community still defecate in the open. Data is also available showing that about 45% of the Somali population does not have access to clean and safe drinking water. Sharing of water between animals and people is a common practice, and this further spells doom to the health of the affected communities. Bud-



getary allocation towards the health sector is meager. For instance, Puntland budget allocation to the health sector is extremely low and yet declining from 1.73% and 1.38% in 2009 and 2011 respectively<sup>1</sup>.

Therefore, addressing the public health risks associated with limited access to clean and safe drinking water and inadequate sanitation facilities features as one of the priority interventions areas that KAALO in collaboration with other stakeholders has to address.

Livelihood is an important sector because it defines the standards of living and the poverty levels. In broad terms, the livelihood of a given community is dependent on the assets, incomes, capabilities and their activities. The Puntland government identified this as a priority sector and has put a lot of emphasis in addressing the constraints in this sector. According to the recent information obtained from the World Bank, poverty is wide spread with every Somali living in poverty, 1 in 3 facing conditions of extreme poverty. Among the IDPs the situation is not any better with 7 out of 10 internally displaced in poverty and 1 in 3 living in extreme poverty<sup>2</sup>. Presently, many people are in a state of constant vulnerability and are exposed to shocks<sup>3</sup>. The food security situation has been deteriorating in many rural areas as a result of poor rainfall experienced in October to December of 2016 and April to June seasons of 2017. By the beginning of 2017<sup>4</sup>, an estimated 3 million people were said to be unable to consume the minimum food requirements, while an estimated 3.3 were at a brink of severe famine if nothing was to be done about the situation. Currently (October 2017), a severe drought is already happening in Somalia because of the limited rainfall received in April to June season of 2017. This is feared to trigger massive loss of crops and livestock. This will ultimately result in low food production, escalating food prices while livestock prices will keep dropping resulting into rural unemployment and income poverty.

The Revised Puntland Development Plan (2017-2019) indicated that almost all households in Somali community use charcoal as a main source of fuel for cooking. This means there is a lot of environmental degradation that has threatened the extinction of both indigenous plants and animals. The effect of the loss of vegetation further increases the risks of drought and flood. With the increasing incidences of natural disasters, it is important to focus effort in building the capacity of the community to anticipate, mitigate and bounce-back after the occurrence of such shocks. Provision of emergency relief should continue to be viewed either as a safety net or stepping stone or a gap filling measure.

*“This new strategic plan is a product of a highly participatory and consultative process representing different stakeholders from the government, development partners, the community and, the staff of KAALO.*”

1. Revised Puntland Development Plan (2017-2019)

2. Somali High Frequency Survey (2017)

3. FAO Somalia (2010)

4. Revised Puntland Development Plan (2017-2019)

Majority (70%) of the Somali population is constituted of the youth according to data in the Puntland development plan. This can be a blessing in disguise especially where the majority of youth have not attended schools and have limited skills for survival. Addressing the issue of youth unemployment therefore is no longer an option for government and the concerned stakeholders. The focus is to equip youth with skills via the TVET programs for the young females and males.

Respect for civil, political, economic, social and cultural rights is a pillar of a strong rule of law culture, providing safety and stability to communities and nations alike. Currently, there is a lot of evidence from the UN Office of Human Rights and Human Rights Watch that indicated there is a climate of impunity in which abuses occur and persistent violence and insecurity too often been overlooked. It is a common occurrence that the human rights and fundamental freedoms of the people are not being observed and respected by both the state and non-state actors. Those at most risk comprise are the women, girls children, IDPs, refugees, returnees and asylum seekers. Access to justice is also curtailed. According to Human Rights Watch, concrete improvements in the protection, justice, and access to redress for victims of the past abuse and those most at risk of abuse today have been extremely ignored within the Somali government and federal member states. In many cases, mechanism for protection of affected persons such refugees and asylum seekers are inadequate.

High levels of sexual and gender based violence persist in different regions of Puntland, corroding women's' rights and creating long-term threats to security and to women's health. Female genital mutilation is still being practices in many communities despite having labeled it as an abuse to the women and girls. The incidences of FGM/cutting in Somalia among the highest in the world with more than 97% of the girls between 7 to 12 having under gone the process<sup>5</sup>. Available information shows that 94% of the victims of GBV were females, indicating that women and girls are particularly at risk and the majority of the survivors are internally displaced<sup>6</sup>. Wide spread discrimination against women participation in politics and decision making spheres remains unlimited, perpetuating narrow gender roles and inequalities including at the household and community level.

Information available with UNICEF Somalia indicates that Somalia is one of the least protective environments for the children in the world. The internally displaced, children from minority groups, the very poor, orphans, children with special needs, working children, children living in the streets, and children in the conflict with the law are all in special need of protection. In 2015, the country task force on child abuse reported and documented 2,447 grave violations against children including forced recruitment and use of 62 girls and 749 boys<sup>7</sup>

In view of all this analyses, the strategic choices were made under the different thematic areas. Under each of these sectors, core strategic interventions (sub objectives) were identified as being critical to causing the desired change reflected in the outcomes statements. These outcomes define focus and the nature of projects and programs that will be used as vehicles to drive the strategy. Areas to address under the organizational effectiveness pillar have also been profiled. For instance, performance management, diversifying the resource envelope, setting up an emergency response fund, strengthening program management and M&E featured prominently.

The strategic plan has also identified some key cross cutting issues that will be addressed at the implementation level. The cross-cutting issues highlighted here have a big bearing in achieving progress under the respective sectors. HIV/AIDS, KHAT, environmental management, gender, persons with disability, peace and conflict mitigation have been included as the key cross cutting issues.

To implement this strategic plan, broad strategies have been proposed. These will include; capacity building, advocacy, partnership and collaboration, and the application of ICT in programs and projects. The monitoring and evaluation function will play a critical role in tracking progress, providing accountability, providing feedback and identifying emerging lessons and best practices to further inform decision making both at an operation and strategic level.

*“The incidences of FGM/ cutting in Somalia among the highest in the world with more than 97% of the girls between 7 to 12 having undergone the process”*

5.UNICEF Somalia /2012/Holt.

6.The GBV Survey Report (2014)

7.UNICEF (2016)



# 1.0 Introduction

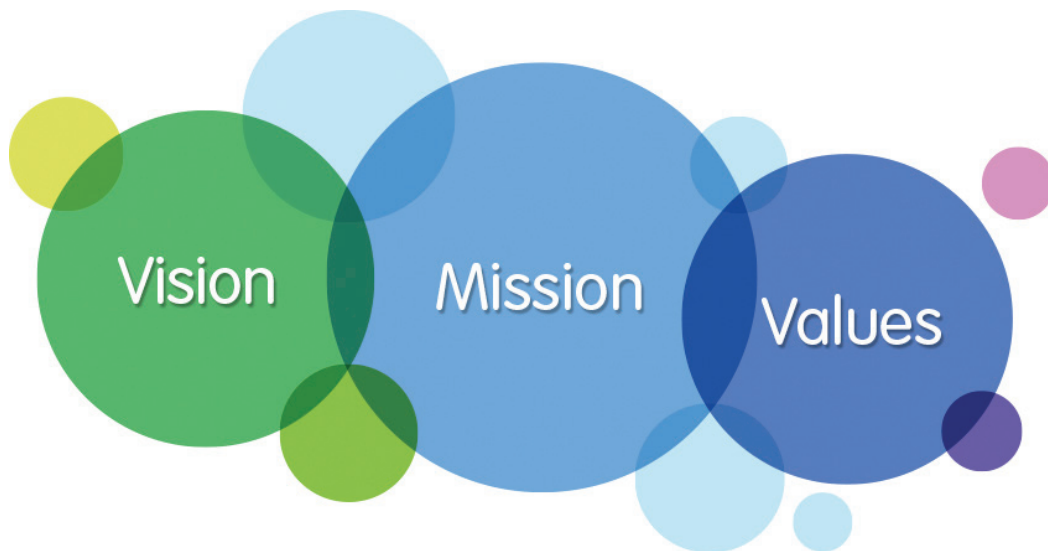
## 1.1 Organizational Description



KAALO Aid and Development (KAALO) is a community based non-profit, humanitarian and development organization with its headquarters located in Garowe, Puntland in Somalia. The organization was established in October, 1991 just after the collapse of the Somali central government. The organization has been in existence for 25 years with a successful record in implementing more than 100 programs and projects in both the emergency and the development sector in 9 regions of Puntland.

Under the development programs, KAALO has been involved in different sectors which include; education, health, WASH, livelihoods, environmental management and governance with a focus on human rights, access to justice, women empowerment and protection of the vulnerable communities and individuals especially IDPs, refugees, returnees and asylum seekers.

The organization has nurtured good working relationships and collaboration with a range of stakeholders including the federal State of Puntland, the local community, international NGOs, and development agencies. The development partners/agencies that KAALO has worked with in the past include: Diakonia, Norwegian Church Aid, UN-Habitat, UNPD Somalia, UNHCR, UNESCO, ILO, IOM, FAO, NED, DF, IRC, UNICEF, DPA Oxfam, CARE, SIDA and the Ministry of Foreign Affairs of the Netherlands. Having worked with these partners, KAALO has been able to develop good program and financial management practices and systems that have enabled it to continue attracting funding.



## 1.2 KAALO's Vision, Mission and Core Values

**Vision:** KAALO strives towards improved standards of living and equitable development.

**Mission:** Transforming the lives of the most vulnerable communities in Somalia using sustainable approaches in humanitarian and development interventions.

Our Core Values are

- Accountability.
- Transformation.
- Equity.
- Transparency.
- Environmental Sustainability.

Over the years KAALO has been implementing projects in almost all sectors. However, based on the lessons learnt from the previous strategy, KAALO, found it important to redefine her thematic scope based on her expertise, the felt needs within the communities, the priority areas in the Revised Puntland Development Plan (2017-2019) and mission of the organization. Therefore, going forward, KAALO has adopted the following as the priority sectors;

1. Livelihoods, Resilience, and Emergency and Humanitarian Response.
2. Human rights, Access to Justice, Women Equality and Protection.

### 3. Water Sanitation and Hygiene (WASH).

All projects to be implemented will have to be aligned to these thematic areas in the next 3 years under this strategic plan. This implies that fundraising will be executed in line with these sector areas to enable the organization focus on achieving more impact.

Other sectors that have not been reflected as priority areas will be treated as either cross cutting or mainstreaming themes depending on their relevance and impact on the project being implemented. Going forward for example, environment management will be handled as cross cutting issue under livelihood program. This is because environment and livelihoods are inter-related and the interface between these two has a bearing on the income and food security of individuals.

To further achieve more focus under the priority sectors, themes to focus on have been mapped and agreed upon. Considering the need and the prevailing development issues in other parts of Somalia, a decision was also expand our geographic areas of operation to include South and Central Somalia.

Table 1. Thematic Areas and Geographical Areas

| Sector   | Theme  | Target   | Geographical Location                           |
|--|--|--|---|
| Water Sanitation & Hygiene.  | <ul style="list-style-type: none"> <li>- Availability, access, and utilization of clean and safe drinking water.</li> <li>- Availability, access and utilization of sanitation and health facilities.</li> <li>- Behavioral change communication</li> <li>- Capacity Building of local structures including government officials.</li> </ul> | <ul style="list-style-type: none"> <li>- IDPS, Refugees.</li> <li>-Vulnerable communities</li> </ul>   | South, Central Somalia and Puntland (Nugal)     |
| Livelihood, & Resilience / DRR                                     | <ul style="list-style-type: none"> <li>- Income Security.</li> <li>- Food Security.</li> <li>- Youth Unemployment.</li> <li>- Skills Development &amp; Vocational training.</li> <li>- Wter for production.</li> <li>- Resilience and DRR</li> <li>- Emergency Humanitarian Response.</li> </ul>   | <ul style="list-style-type: none"> <li>- Vulnerable communities</li> <li>- Fragile Ecosystems</li> <li>- Remote Areas/ Coastal zones.</li> <li>- Fishing, livestock and agricultural communities.</li> </ul> | South, Central Somalia and Puntland (9 regions) |
| Human Rights, Access to Justice, Women Empowerment and Protection. | <ul style="list-style-type: none"> <li>- GBV &amp; FGM</li> <li>- Child protection</li> <li>- Access to justice (Legal service provision)</li> <li>- Civic education/democracy.</li> <li>- Women Empowerment.</li> <li>- Protection services (Legal, psychosocial and medical support).</li> </ul>   | <ul style="list-style-type: none"> <li>- Women &amp; Girls</li> <li>- Children</li> <li>- Vulnerable communities</li> <li>- Refugees, IDPs, Returnees, Asylum seekers.</li> </ul>                            | South, Central Somalia and Puntland (9 regions) |

## 1.3 Approach and Methodology

The development of this strategic plan was a highly participatory process that involved the KAALO board and staff members, peer-organizations and development partners. The participatory methodologies were geared towards enabling the internal stakeholders to understand, own and articulate the new direction of KAALO Aid Development.

Part of the process involved conducting face to face strategic interviews with development partners in order to appreciate their perspective regarding the strengths, weaknesses, opportunities and risks of KAALO. In this regard, staff from the 3 main partner organizations; Norwegian Church Aid, International Rescue Committee and United Nations High Commission for Refugees, were interviewed. Their input was very helpful in informing the process and shaping the content of this strategic plan.

The Executive Director for KAALO was also interviewed to obtain information on the key milestones, strengths, weaknesses, and opportunities the organization has to focus on. The discussion also focused on the strategic choices and decisions KAALO has to make in order to increase her impact to the target communities.

In-depth discussions were also conducted with the KAALOs senior management. The discussed centered on the key lessons, challenges, achievements and thematic areas of focus for the organization.

The information obtained from the interviews and in-depth discussions were later used during the 3 day strategic plan developments workshop convened at New Rays Hotel in Garowe. During this workshop, focus group discussions were the main approach adopted to conduct the SWOR analysis and also determine the key strategic choices for KAALO. The purpose of the workshop was to enable collective thinking and balanced assessment of the internal and external environments in order to map a clear direction for the organization.

Guided Discovery was also utilized in workshop setting and group discussions to enable the teams identify and set realistic simple, measurable, achievable, Relevant and Time-bound objectives. This method was also used to facilitate the identification of strategic objectives, the sub objectives, the corresponding outcomes and strategic initiatives. The SWOR analysis tool was utilized to undertake a performance and landscape assessment of the organization.

Relevant literature was also reviewed. The documents reviewed include: the Sustainable Development Goals, Somalia Development Plan (2017-2019), the Revised Puntland Development Plan (2017-2019), Somali High Frequency Survey by World Bank 2017, Somali Humanitarian Response by UN-OCHA 2017, UNHCR Strategy on Sexual and Gender Based Violence 2011, the Reviewed KAALO Strategic plan 2013-2017, minutes for the board meetings, 2016 Annual Audit Report and the management letter.

*“ . . . was to enable collective thinking and balanced assessment of the internal and external environments in order to map a clear direction for the organization.”*



## 2.0 Background

### 2.1 Landscape Assessment.

This strategic plan is aligned to the Revised Puntland Development Plan (2017-2019), the Somali Development plan 2017-2019 and the sustainable development goals (SDGs). Somalia adopted a federal system in August 2012, of which Puntland Government of Somalia is the most developed functioning state in the Federal Republic of Somalia.<sup>8</sup> However, there are still a number of challenges at the micro, meso and macro level that the federal state of Puntland has to address in order to attain transformed quality of lives for its people. In pursuit of this objective, the Revised Puntland Development Plan (2017-2019) prioritized six meso-level sectors which include; governance, security, justice, livelihoods, social and infrastructure. Out of these six, KAALO will make a contribution towards realizing transformation within specific components under the three sectors (livelihoods, social and justice sector) that are in line with her mandate and experience.

Further still, the federal state of Puntland recognizes the importance of a multi-stakeholder approach involving different stakeholders including the civil society in transforming the lives of the people. This is where KAALO draws her mandate to intervene and make a contribution in addressing some of the problems that people are facing.



As part of the process to inform priority setting and determine the key thematic issues to address; a thematic review of different documents that bear relevance to the context of Federal state of Puntland was undertaken. This strategic plan is aligned to sectors and strategic interventions highlighted in Revised Puntland Development Plan (2017-2019) and the Somali Development plan (2017-2019). The intervention areas selected and the thematic areas of focus resonate with the Sustainable Development Goals and targets. This strategic plan is premised on the fact that Somalia has continuously gained a relatively secure and politically stable environment, and Puntland is moving steadily and is in now a development stage<sup>9</sup>. The review of these documents provided the following information under the different strategic sectoral areas as elucidated hereunder;

### **Water Sanitation and Hygiene Sector:**

A healthy population contributes to economic development through increased productivity and lengthened working life. It also reduces expenditure on the already stretched resources spent curbing the outbreaks of epidemics and diseases. Hence the justification to invest resources in all interventions that are preventive in nature as the first step in guarantying a healthy and economically active population and labor force.

The Revised Puntland Development Plan (2017-2019) shows that Puntland suffers from major water scarcity; safe drinking water shortage is a recurring problem throughout Puntland. According to a 2014 report by UNICEF on the situation of sanitation, majority of the people have no access to improved sanitation facilities. Further still the report highlights the fact that in rural Somalia, over half (56%) of the population defecate in the open<sup>10</sup>. This finding was collaborated with the UNICEF 2015 report that underscored the fact that lack of sanitation, safe water facilities and services and poor hygiene are the significant contributors of high rates of diseases in Somalia. Only 45% of Somalis have access to improved water sources and this increases the risk of outbreaks of waterborne diseases. Cholera is endemic and claims hundreds of lives annually, particularly in the densely populated areas. According to UNICEF Somalia, there has been use of few toilets in the IDPs and hundreds of people have suffered from an outbreak of watery diarrhoea due to water from shallow wells being contaminated with faeces.

*“ . . . this strategic plan is premised on the fact that Somalia has continuously gained a relatively secure and politically stable environment, and Puntland is moving steadily and is in now a development stage”*

8. Revised Puntland Development Plan 2017-2019.

9. Revised Puntland Development Plan 2017-2019

10. UNICEF (2015)

A recent study made by PSAWEN, indicates that 71% of the rural population has no access to safe drinking water . Only 25% have access to improved sanitation. This means majority of the population especially women and children at a risk of cholera. Empowering communities to take action of their own sanitation needs, as well as supporting schools and health facilities to provide essential sanitary facilities, are priority water, sanitation and hygiene interventions.

The incidence of sharing water between animals and people is another factor that seems to compound the problems and risks related to water borne diseases. Sharing of water with animals is inevitable especially during drought periods. Increasing availability and accessibility to clean and safe water is a positive step towards overcoming the droughts and curbing down the incidences of sharing water with animals and the risks that come along with it. Limited access to water is another key issue that is associated with high incidences of malnutrition. In a study conducted in 2009 and 2010, shows that there is a close correlation between areas of high malnutrition and areas with poor access to water and sanitation<sup>11</sup>.

In most communities, the water quality is compromised by the absence of governance structures at the community level to ensure that the water sources are protected and managed in line with sound water management practices. The government official also lack knowledge on how to support communities to adopt and stick to good attitudes and practices that impact on the quality of life. The Revised Puntland Development Plan (2017-2019) already identified capacity building of government officials as one of the key drivers toward transforming the communities they serve.

Budgetary allocation towards the health sector is meager. Puntland budget allocation to the health sector is extremely low and yet declining from 1.73% and 1.38% in 2009 and 2011 respectively<sup>12</sup>. This hardly meets staff salary and the running cost of the ministry let alone providing service to the society. It might be necessary to consider advocacy with a view of ensuring the communities influence government to increase investments in the health sector in order to improve performance of the health sector indicators.

It is also increasingly becoming evident that promoting the status of women and children, and reducing their plight and vulnerability partly requires focusing on increasing the availability of water in homesteads and communities. Otherwise, women and children especially girls will continue to bear the biggest burdens associated with moving long distances to collect water for domestic consumption.

Last but not least, the mere presence of sources of clean water and sanitation facilities may not be enough in addressing the public health issues. It might require focusing on addressing the ineffective practices and customs or beliefs within the different communities. Hence the need for behavior change campaigns geared towards promoting responsible and acceptable hygiene and sanitation practices.

## **Livelihood and Resilience:**

As already mentioned above, the sector is among the priority sector areas highlighted by the Puntland government. This is because the capabilities, assets, incomes and activities of the people have a lot of implication on the income security, food security and resilience of the community, households and individuals.

Presently, many people are live in a state of constant vulnerability and are exposed to shocks.<sup>13</sup> The Somali community is largely dependent on agriculture, livestock and income from remittances. The food security situation has been deteriorating in many rural areas as a result of poor rainfall in October-December of 2016 and April to June seasons of 2017. By October 2017, an estimated 3.1 million people are said to be unable to consume the minimum food requirements, while an estimated 3.3 were at a brink of severe famine if nothing was to be done about the situation<sup>14</sup>. Presently, the total number of the people in need of help is said to be 6.2 million people. Severe droughts in most parts of Somalia have been the cause of the escalating food prices resulting in famine for those whose purchasing power is low. The combined effect of food scarcity and escalating food prices is reflected in reduced meals per day and high incidences of malnutrition among children under 5 years.

Currently (October 2017), a severe drought is already happening in Somalia because of the limited rainfall received in April to June season of 2017<sup>15</sup>. This is feared to trigger massive loss of crops and livestock. This will ultimately result in low food production, escalating food prices while livestock prices will keep dropping resulting into rural unemployment. All these will have direct and indirect consequences to the households inform of losing their livelihoods and being displaced.<sup>16</sup> As a result, the poor households will become poorer while the non poor households will become poor. Many households will be subjected to a state of vulnerability and are exposed to shocks that- if not mitigated- quickly become human disasters, putting millions under the risk of starvation. The severe droughts coupled with little rainfall undermine the livestock and agricultural sectors and thus leaves a huge negative impact on the livelihoods of the people who depend on these for survival. Displacement of people arising from either man-made or natural causes disrupts the social and economic wellbeing of individuals and has serious negative consequences on the livelihood of the affected persons. Therefore focusing on water for production is of significant value in order to address the effects associated with water scarcity to some reasonable degree.

The drought and resulting conditions have been noted as one of the leading cause of poverty and inequality alongside other factors. According to the recent information obtained from the World Bank, poverty is wide spread with every Somali living in

*“ . . . it might require focusing on addressing the ineffective practices and customs or beliefs within the different communities.”*

11. UNICEF Somalia/2015/Makundi

12. Revised Puntland Development Plan (2017-2019)

13. FAO Somalia (2010)

14. Somali Humanitarian Response OCHA(2017)

15. Revised Puntland Development Plan (2017-2019)

16. Somali High Frequency Survey(2016)

poverty, 1 in 3 facing conditions of extreme poverty. Among the IDPs the situation is not any better with 7 out of 10 internally displaced in poverty and 1 in 3 living in extreme poverty. On average, 51% of Somali population live in poverty, as defined by having a daily per capita consumption expenditure lower than the international poverty line of US \$ 1.90 at 2011 ppp (per person per day), which equals to 34,341 Somali shillings per person per day<sup>17</sup>. This condition left unchecked has consequences on the affected families especially the women, children and other vulnerable categories of people. It is also true that half of the Somali children (47% of the children and 45% of the youth) do not attend school yet education is one major tool of addressing poverty as it equips one with the survival skills and instincts required to earn a living.

As far as addressing the issue of income security, KAALO will pay attention to the aspect of skilling the youth and equipping them with skills through technical and vocational education and training (TVET) so that they are equipped to start income generating activities at an individual and or group level. This is envisaged to address both the problem of youth un-employment and social ills of having a large population of unemployed youth who constitute 70% of the total population according to UNDP - Somalia Human Development Report 2012. Skilling will also target other organized groups such as fish mongers, livestock cooperatives and other organized groups involved in

agriculture with emphasis on value addition in order to increase the marketability of products while minimizing wastage and losses that arise while selling unprocessed items and products.

In such situations, building social safety nets is important in reducing poverty, supporting vulnerable households and building resilience. Providing emergency relief support in form of food and non food items, water and sanitation services including primary health care is an important aspect of saving lives and alleviating suffering in times of shocks and disasters. The Puntland government also recognizes that responding to disasters is a very expensive undertaking and is not sustainable hence the need to consider systematically identifying and addressing the underlying direct and indirect causes of such re-occurring shocks and disasters. Mainstreaming conflict resolution and peace building mechanisms in development interventions becomes a key area of concern to check on incidences of inter-tribal conflicts that trigger displacement of people.

Apart from the natural disasters, some disasters are caused by unsustainable human activities such as charcoal burning that has put a lot of stress on the environment. This has resulted in loss of plant cover that would have otherwise helped to control flooding and moderating temperatures. There is an increasing acknowledgement that charcoal production is the main environmental challenge confronting Somalia today. It is a major cause of deforestation and environmental degradation across Puntland as everyday rangelands and forests are burned for charcoal production<sup>18</sup>. More than 97% of families rely on charcoal as a source of energy for cooking. Charcoal production is both a supply- and demand-driven phenomenon. Being an important provider of employment and income, which does not need much of an initial investment, demand is very high, and prices are rising all the time. It is therefore evident that resolving issues around livelihoods ultimately requires addressing the issue of environmental management.

## Human Rights, Access to Justice, Women Empowerment and Protection Sector:

Respect for civil, political, economic, social and cultural rights is a pillar of a strong rule of law culture, providing safety and stability to communities and nations alike. Currently, there is a lot of evidence from the UN Office of Human Rights and Human Rights Watch that indicated there is a climate of impunity in which abuses occur and persistent violence and insecurity too often been overlooked. Those at most risk comprise of the women, children, IDP, refugees and asylum seekers. For instance Human Rights Watch documented civilian casualties in 2016 from indiscriminate attacks between the Puntland forces and Galmudug Interim Regional forces<sup>19</sup>. The United Nations has reported increase in civilian casualties, by government forces in the last quarter of 2016. Forceful evictions of the communities have continued to take place in different parts of Puntland without exercising the principles of natural justice and fairness. These evictions are for most part orchestrated by government or state actors.

Further still a number of abuses ranging from indiscriminate attacks, murder, rape, torture, arbitrary arrest and detention; looting has been witnessed in Mogadishu and other areas of Somalia including Puntland. In these places, impunity for abuses has been widespread. In some areas military courts have tried cases that are not within their jurisdiction, including terrorism related cases and cases against civilians, contrary to international law and the constitution. These proceedings fall below the fair trial standards, including full access to a defense and fair trial.

High levels of sexual and gender based violence persist in different regions of Puntland, corroding women's' rights and creating long-term threats to security and to women's health. Again Human Rights Watch and other players such as the UNHCR and other national and international organizations have documented that women in internal displacement camps are particularly vulnerable to sexual violence by armed men, including government soldiers, militia members and civilians. Female genital mutilation/cutting is still being practiced in many communities despite having outlawed because it is an abuse to the women and girls. The incidences of FGM in Somalia among the highest in the world with more than 97% of the girls between 7 to 12 having undergone the process.<sup>20</sup>

*“... KAALO will pay attention to the aspect of skilling the youth and equipping them with skills through technical and vocational education and training (TVET)”*

17. Somali High Frequency Survey(2016)

18. Revised Puntland Development Plan( 2017-2019)

19. Human Rights Watch(2016)

20. UNICEF Somalia /2012/Holt.

Unfortunately this has not been addressed taking into consideration reforms needed to effectively address and respond to sexual violence and take into account consideration the barriers that women and girls face in accessing justice, including stigma and victimization. Available information indicates that 94% of the victims of GBV were females, indicating that women and girls are particularly at risk and the majority of the survivors are internally displaced<sup>21</sup>. Wide spread discrimination against women participation in politics and decision making spheres remains unlimited, perpetuating narrow gender roles and inequalities. Political processes are controlled by male-dominated systems, notably through the predominance of clan leaders. The Somali society is patriarchal in nature and thus men enjoy unquestionable authority and power over women a scenario that seems to further undermine the status of women. Puntland constitution explicitly recognizes the role of women in politics and other levels of representation.

Government has tried to tackle impunity for instance in early 2017, authorities in the northern region of Puntland condoned a Sharia court-hearing of a group of juveniles accused of gang-raping two girls in the town of Goldogob and the prosecutors did not push for criminal justice system under its newly passed sexual offences act.

This state of affairs necessitated the formation of the plan of action for the implementation of the Human Rights roadmap (2015-2016) which acknowledges the need for broader engagement across ministries and sectors. According to Human Rights Watch, concrete improvements in the protection, justice, and access to redress for victims of the past abuse and those most at risk of abuse today have been extremely ignored while paying attention to other seemingly crucial governance and development issues within the Somali government

and federal member states. In many cases, mechanism for protection of affected persons such refugees, returnees and asylum seekers are inadequate. Frequent cases of arbitrary arrests and detentions have been observed. The victims are subjected to torture, unfair trial especially without representation and at times held in un-gazetted detention centers and prisons. All these actions further increase vulnerability and suffering caused by human rights abuses. In some cases, those detained have been tortured and have sustained serious physical and psychological trauma and have been found to be in need of urgent medical attention.

According to Human Rights Watch, federal and regional authorities and Al-Shabab continue to target members of the media via harassment, intimidation, physical assault and even killings. According to Human Rights Watch, there was no incidence in the recent past where a government officials or security force member was disciplined or charged for abuse against journalists, despite significant evidence of their participation in such attacks. Given these enormous human rights issues and challenges undercutting the rule of law, human rights, access to justice and women empowerment; stakeholders sought a platform to discuss as agree on the next steps in the effort to address these challenges. As a result, during the May 2017 London conference, Somali government, including governments of federal member states, at its supporters committed to a list of urgent reforms to respond and address the afore mentioned issues.

Information available with UNICEF Somalia indicates that Somalia is one of the least protective environments for children in the world. The internally displaced, children from minority groups, the very poor, orphans, children with special needs, working children, children living in the streets, and children in the conflict with the law are all in special need of

protection. According to the Somali High frequency Survey, about 47% of the school going age children have not attended school. In most cases these children are assigned roles taking the form of forced labor that is detrimental to both their health and the future. In 2015, the country task force on child abuse reported and documented 2,447 grave violations against children including forced recruitment and use of 62 girls and 749 boys<sup>22</sup>. This gross abuse of the rights of children remains unchecked in most communities in Somalia and across nine regions of Puntland and calls for immediate, focused and resolute action from different stakeholders at all levels.

Worth noting is, the federal state of Puntland is also committed to ensuring that the human rights and fundamental freedoms of the people are guaranteed in line with the international requirements and mechanisms since Somalia has ratified to a number of international treaties and conventions. Human rights such as freedom of expression, freedom of movement, the right to vote, the right to have an opinion, and the right of defense are taking a more prominent position on the agenda of Puntland across all sectors<sup>23</sup>. These have featured as outcomes under the priority issues of concern and action highlighted in the social sector in the Revised Puntland Development plan (2017-2019).

## 2.2 Performance Assessment

Since inception in 1991, KAALO has evolved into a strong local organization that is promoting the welfare and improved livelihood of the communities in the areas of operation. The organization has an established office in Garowe, Punt land under the leadership of the Executive Director who provides support to staff and directs daily operations. The organization has a strong management team that provides the much needed technical support required to ensure smooth program management. KAALO has a formal structure to facilitate the implementation of different programs and projects. This structure has basic positions that are currently aligned to the strategic themes of KAALO.

The organization has a Board of Directors that provides oversight guidance and direction to the Executive Director. The Board meets quarterly to provide direction and evaluate progress against the strategic Plan.

*“ . . . the federal state of Puntland is also committed to ensuring that the human rights and fundamental freedoms of the people are guaranteed in line with the international requirements and mechanisms.”*

21 The GBV Survey Report (2014)

22 UNICEF (2016)

23 Revised Puntland Development Plan (2017-2019)

The organization has put in place a financial management system in place to further strengthen financial management and risk management. The finance department has qualified finance person who manages the funds. The organization conducts annual audits as required under sound financial management principles and standards.

To ensure compliance and stewardship financial systems are in place although room for improvement still exists in the area of asset management<sup>24</sup>. This area was also highlighted as an area of growth in the 2016 annual audit.

In the recent past, the organization has conducted successful fundraising and resource mobilization drives. They have obtained funding more than (\$15 million) from different sources such as; UNOCHA, UNHCR, Diakonia, IRC, UNICEF/GF, Oxfam, EU, FAO, UN-HABITAT, USAID, Danish People's Aid, Caritas Belgium, Global Fund, ILO, e.tc With funding from these sources, the organization has been able to implement different projects and programs in different thematic areas.

KAALO is mindful of the important role and contribution of different players in achieving its mission. The organization has been working with a range of different partners overtime. As such, KAALO has good reputation and close working relationships with many donors, international organizations and donor agencies. It was noted however that KAALO does not have clear mechanisms of engaging different partners and keeping them informed about their programs and their contribution in transforming the communities. Clear networking and communication guidelines or frameworks have to be put in place to enable the KAALO to expand her visibility and the

important work it is doing to transform the lives of the vulnerable communities in Puntland. In the effort to strengthening fundraising and resources mobilization, building solid and sustainable partnerships ought to be a major priority area for KAALO.

Apparently, KAALO does not have an emergency response fund to respond to the different emergencies that occur in the communities from time to time. This means fundraising and resources mobilization has to be undertake to ensure the organization is well positioned and prepared to respond in time incase need arises. Setting up an emergency response fund is a good step towards enhancing the response rate and support towards the affected communities in time.

Presently, KAALO has a small resource envelop to finance both the over head and project costs. Much of what subsist in the envelope is majorly got through grants from donors and other development partners. This undermines the financial sustainability and viability of the organization hence putting both her programs and continuity of the organization in balance in the event where donors' funding ceases. Investing quality resources to grow and diversify the resource envelop emerges as a key focus for KAALO board and the secretariat.

KAALO has in place very qualified staff to lead implementation and program development in the key thematic areas. The staffs have the required experience and have successfully implemented a number of projects. However, there is high staff turnover and some gaps in staff performance management. These two need to be addressed so that the organization is able to maintain a motivated and performing workforce.



Last but not least, there is a glaring gap in both the quantity and quality of research undertaken to inform advocacy. It should be noted that advocacy can only go a long way in influencing meaningful reforms if it is backed-up by credible and compelling data or evidence. KAALO should focus effort towards consolidating on evidence based advocacy on the policy and legal environment around the livelihood, WASH and human rights, access to justice, women empowerment and protection areas. Without good and reliable data, attaining credibility as an organization for the advocacy efforts pursued and achieving results will continue to manifest as a challenge.

*“ . . . fundraising and resources mobilization has to be undertake to ensure the organization is well positioned and prepared to respond in time incase need arises.”*

24 KAALO Annual Audit (2016)



## 3.0 Strategic Issues.

Based on the above landscape assessment, performance assessment and the SWOR analysis the following issues featured prominently;

1. High prevalence of public health risks associated with limited availability, access and utilization of clean and safe water and inadequate sanitation facilities in the target communities.
2. Unstable livelihoods arising from low incomes, inadequate food supplies and resilience of the communities arising from man-made and natural disasters.
3. Increasing cases of human rights abuses, limited access to justice and discrimination targeting the vulnerable especially women refugees, children, returnees, IDPs and asylum seekers.
4. Limited capacity of KAALO to meet and exceed the needs of the stakeholders.



### 3.1 Strategic Focus & Objectives.

In view of the above strategic issues, KAALO will put focus and energy on the following strategic objectives;

1. To increase availability, access and utilization of safe water and sanitation facilities at household and community level in the target communities.
2. To improve the income security, food security, and resilience of communities and also enhance provision emergency support to the vulnerable and affected communities.
3. To promote respect for human rights for all, access to justice, elevation of the status of women, and protection of the vulnerable especially women refugees, children, returnees, IDPs and asylum seekers.
4. To strengthen the performance and effectiveness of KAALO to meet and exceed the needs of the stakeholders.

*“ . . . unstable livelihoods arising from low incomes, inadequate food supplies and resilience of the communities arising from man-made and natural disasters.”*

## 3.2 KAALO - Strategic Results Framework.

### Strategic Area 1: Water, Sanitation and Hygiene

**Sector Goal: To increase availability, access and utilization of safe water and sanitation facilities at household and community level in the target communities.**

| Sub Objective   | Outcome  | Indicator   | Means of Verification   |
|---|--|---|---|
| To improve the capacity of the community and other local actors to promote WASH actors at community and household level.                                      | 1.1 Improved capacity for WASH actors to participate in planning, management and delivery of WASH services at the community level.   | % of WASH actors involved in planning, management and delivery of WASH services.<br>% of community and household who access the minimum standard of WASH services.    | Baseline Survey reports.<br>Minutes/Records of the WASH committees and structures.  |
| To improve availability, access and utilization of clean and safe water and sanitation facilities at household and community level.                           | 1.2 Increased availability, access and utilization of clean and safe water and sanitation facilities at household and community level to reduce the incidences of public health risks. | Prevalence of water borne diseases and sanitation risks.<br>% of community and household who access the minimum standard of WASH services.                            | Baseline Reports, Health survey reports. OPD registers. Health Cluster Information/Reports                                    |
| To promote behavior change communication to increase effective knowledge, attitude and practices in WASH at household and community level.                    | 1.3 Enhanced community knowledge, skills and practices in WASH services to reduce the public health risks.   | Prevalence of public health risks( WBDs)<br>Proportion of duty bearers who are able and willing to facilitate participatory planning and management of WASH services. | Baseline Survey Reports, Health survey reports. OPD registers. Health Cluster Information/Reports<br>Baseline Survey Reports. |
| To improve the capacity and willingness of duty bearers to undertake inclusive planning that involves the citizens in planning and delivery of WASH services. | 1.4 Improved capacity and willingness of duty bearers to facilitate participatory planning and management of WASH services to enhance quality of WASH services.                        | Proportion of WASH services that have been jointly planned and managed by duty bearers and rights-holders.  | District Development Frameworks.  |

## Strategic Area 2: Livelihood & Resilience, Disaster Risk Reduction, and Emergency Response.

**Sector Strategic Objective: Improve the livelihood and resilience and emergency response and support to vulnerable and effected communities.**

| Sub Objective  | Outcome  | Indicator  | Means of Verification  |
|--|--|--|--|
| To improve food productivity at the households level while focusing on water for production concerns.  | 1.1 Improved capacity for WASH actors to participate in planning, management and delivery of WASH services at the community level.   | % of HH with nutritious diet at an acceptable level.<br>% of HHs with enough food.<br>% of HH with surplus food for market.  | Livelihood Assessment Report.<br><br>Nutrition Reports.<br>Food Assessment Security Reports.   |
| To increase the income security at the individual level, household level and organized groups and associations at community level with focus on the value-chain and youth employment concerns. | 1.2 Increased availability, access and utilization of clean and safe water and sanitation facilities at household and community level to reduce the incidences of public health risks. | Average annual HH income of individuals and households. from:<br>- Agriculture production<br>- Value addition<br>- Entrepreneurial activities.<br>Purchasing power parity of individuals & households.<br>Assets owned at individual, household and association level. | House Hold Income Survey Reports.<br><br>Livelihood Assessment Report.<br><br>Market Assessment Reports.<br>Poverty Assessment Reports |
| To strengthen community resilience and adaptation towards natural and man-made shocks and disasters.   | 1.3 Enhanced community knowledge, skills and practices in WASH services to reduce the public health risks.   | % of communities with adaptive capacity.<br>% of communities that have with-stood and recovered from natural and man-made shocks and disasters.  | Community DRR Plans.<br><br>Emergency Sector Reports   |
| To strengthen emergency response and support towards the vulnerable communities affected by natural and man-made shocks and disasters.   | 1.4 Improved capacity and willingness of duty bearers to facilitate participatory planning and management of WASH services to enhance quality of WASH services.                        | % of communities supported.<br><br>% of communities expressing satisfaction on the emergency response and support.   | Community Satisfaction Survey Reports.   |

## Strategic Area 3: Human Rights, Access to Justice, Women Equality & Protection Services

Sector Strategic Objective: Promote respect of human rights for all, access to justice, elevate the status of women, and protection of the vulnerable groups especially women, children, IDP, refugees and Asylum

| Sub Objective   | Outcome  | Indicator  | Means of Verification   |
|---|--|--|---|
| To promote women's rights, economic empowerment and gender equality   | <p>3.1 Improved women political participation and decision making at house-hold, local and federal level.</p> <p>3.2 Improved income and economic empowerment of women.</p> <p>3.3 All women and girls live a life free from all forms of violence and discrimination.</p> | <p>Proportion of women actively involved in politics and decision making at household, local, federal and national level.</p> <p>Proportion of decisions where women are involved.</p> <p>% of women engaged in businesses and economic activities.</p> <p>Income levels of women.</p> <p>Proportion of SGBV incidences.</p> | <p>Baseline Survey Report.</p> <p>GBV Cluster Reports.</p> <p>Baseline Survey Report.</p> <p>SGBV Cluster Reports</p> <p>Police Reports</p> <p>Baseline Survey Report</p> |
| To promote human rights and access to justice for the affected and vulnerable community   | <p>3.4 Improved access to justice for women, IDPs, refugees and Asylum seekers and other marginalized communities</p> <p>3.5 Increased recognition and respect for human rights and fundamental freedoms.</p>  | <p>% of vulnerable communities who have received support.</p> <p>Proportion of human rights abuses.</p>  | <p>Baseline Survey Report.</p> <p>PRM reports.</p> <p>Human Rights Defers Reports.</p>  |
| To strengthen prevention and response towards to child sexual abuse, child marriage and other forms of violence against children. | <p>3.6 Improved the quality of responses to child sexual abuse, child marriage and violence against children especially the girl child.</p> <p>3.7 Promoted preventive mechanism for child abuse.</p>  | <p>% of child abuse/violent cases responded to.</p> <p>Lead time between incidence and response.</p> <p>Proportion of child abuse incidences.</p>  | <p>Police Report/Records.</p> <p>UNICEF Reports.</p> <p>Police/Cluster</p> <p>Reports..</p> <p>Baseline Survey Report.</p>  |
| To promote the civic participation of the people in the governance and democratic process.  | <p>3.8 Improved participation and involvement of citizens in the governance and democratization process.</p>   | <p>% of population involved in governance and democratization.</p>   | <p>Citizen Score Cards.</p>   |

## Strategic Area 4: Organizational Effectiveness

### Sector Strategic Objective 4: Enhance the performance and effectiveness of KAALO.

| Sub Objective   | Outcome  | Indicator  | Means of Verification   |
|---|--|--|---|
| Strengthen financial management in KAALO.   | 4.1 Improved compliance, effectiveness, cost and operational efficiency.                     | Proportion of queries in management letters/ proportion of timely and accurate financial reports/Quality of financial projections. | Annual Audit reports/ Quarterly Financial and management reports /Approved Business Plan/Quarterly performance audit reports. |
| Strengthen business process and systems.  | 4.2 Improved responsiveness and timeliness to internal and external stakeholders.            | Proportion of business transactions completed within the set standards.  | Quarterly process review reports  |
| Implement risk management at all levels.  | 4.3 Improved risk detection and mitigation within KAALO.                                     | Proportion of organizational risks detected and mitigated on quarterly basis.  | Updated Quarterly/annual risk register reports  |
| Strengthen good governance and management of KAALO.   | 4.4 Strengthened strategic leadership and organizational oversight.                          | Proportion of good governance principles & practices being institutionalized.  | Annual board performance evaluation reports.  |
| Strengthen engagement, motivation, capacity and performance.  | 4.5 Improved staff performance and engagement.   | Proportion of staff who have achieved outstanding performance.   | Staff appraisal reports and staff satisfaction survey reports.  |
| Improve resource acquisition and mobilization to achieve diversification to deliver on the mission of KAALO.  | 4.6 Diversified funding sources and resource base.   | Percentage of funds/resources generated annually, Number of grants/contracts awarded.  | Signed contracts (tenancy, bank, service)/grant agreements.   |
| To strengthen the capacity of KAALO's emergency response and humanitarian support towards the affected and vulnerable communities by major natural and man-made shocks and disasters. | 4.7 Improved emergency response and support towards the vulnerable and affected communities. | Lead time between the onset of the disaster and the response.<br><br>Emergency and humanitarian Response fund.                     | Annual program evaluation reports, Organizational wide updated PMP, No. of operational models.                                |
| Strengthen M&E, knowledge management, to inform learning and program development.   | --Improved knowledge management, program accountability, learning and innovation.            | The percentage of assets and infrastructure being acquired maintained and disposed off according to the set standards.             | Fixed assets register, offsite backups.   |
| Strengthen the management of organizational assets base and infrastructure.   | 4.8 Improved operational efficiency.   | No. of new engagements/partnerships sealed per annum.  | Signed contracts, agreements and membership to professional bodies, stakeholder plan  |
| Strengthen the organizational external linkages, visibility, communication and external linkages of KAALO.  | 4.9 Improved visibility, partnership and collaboration with stakeholders.                    | The proportion of programs that have successfully achieved desired result.   | End of project Evaluation reports, stakeholders satisfaction survey reports.  |
| Strengthen the program design, implementation and management.   | 4.10 Improved program efficiency, relevance and accountability.                              | The percentage of assets and infrastructure being acquired maintained and disposed off according to the set standards.             | Fixed assets register, offsite backups.   |

## **3.3 Cross cutting Issues:**

### **3.3.1 Peace Building and Conflict Management**

While working in communities and other partners, peace building and conflict sensitive programming approaches will be emphasized. KAALO staff will be oriented on the skills of do-no-harm and conflict sensitive programming approaches to be able to anticipate, mitigate and address conflicts within the target communities.

### **3.3.2 Gender**

KAALO is aware that among the causes of poverty; are the structural issues around relations between men and women in society. These issues influence access to, control over and utilization of resources. In this regard, we will continue to support efforts to address the gender imbalances and equity issues. Equitable participation and benefits to men and women shall be emphasised and embedded in the partner/project beneficiary selection and evaluation criteria. Gender audits and assessments shall be a focus of concern in the M&E processes to further keep the subject in the spot light.

### **3.3.3 Persons with Disabilities**

All projects and programs targeting our communities will be encouraged. In addition, all projects will have to demonstrate how they target people with disabilities to ensure that they too benefit from projects. This is because people in this category are often ignored and neglected yet they face vulnerabilities in their settings.

### **3.3.4 Environmental Management**

Environmental management is emerging as critical issue to be mainstreamed in KAALOs' work because it affects all segments of our target beneficiaries. All projects will be encouraged to support and partner with organizations and communities involved in the environmental conservations sector. A lot of evidence suggests that charcoal production is the main environmental challenge accounting for the severe deforestation and environmental degradation across Puntland as everyday rangelands and forests are burned for charcoal production. Staff shall also be sensitized on how to address issues related to environment management as a cross cutting issue. This because environment and livelihood are intertwined.



### 3.3.5 HIV/AIDS.

Although the exact number Somalis people living with HIV/AIDS in Somalia is not known. According to most reports, less than 1% of the country's population is HIV positive. In 2015, UNAIDS estimated the number of people living with HIV in Somalia to be 30,000. Being HIV positive in Somalia means requires once to conceal the problem and stay invisible because of the stigma attached to the disease. People infected with HIV/AIDS usually face discrimination from society at large due to the stigma associated with HIV/AIDS. Yet people with HIV/AIDS too want to live better lives and raise their children without fear and persecution. Stigma and discrimination faced by persons infected with the virus can be minimized through awareness-raising about the spread of the disease using different methods such as religious sermons, increasing the legal protection for vulnerable groups including HIV/AIDS-positive patients, and most importantly access to free and quality treatment. In this regards, KAALO will also address issues of stigma as a cross cutting issue at implementation level.

### 3.3.6 KHAT

--The consumption of khat has been part of the Somali community especially among men for many years. However emerging information has indicated that the consumption of this commodity was highlighted as one factor behind family breakdown and income diversion is widely confessed by both the people using it and their close relatives . It has serious consequences of family cohesion; it affects economic productivity of the men and has serious health risks. In view of these facts, KAALO will also address this social practice because it has direct effects on the livelihoods and health of individuals and households. In all our projects, this issue will be addressed as a cross cutting issue in order to curb down its prevalence.

*“ . . . yet people with HIV/AIDS too want to live better lives and raise their children without fear and persecution.”*

# 4.0 Translating the Strategy into Operations.

The senior management of KAALO will provide overall strategic guidance and supervise the implementation of annual operational plans and budgets that will be cascaded out of this strategic plan. Focus will be placed on the implementation of the activities to achieve the laid out milestones, outputs and other higher objectives in the results hierarchy. This process will also require KAALO to develop a detailed budget to support the annual operation plan.

Implementation of this strategy will be achieved using a number of methods and approaches. These have been proposed because of their relevance and guided by lessons learnt overtime. The approaches and methods will include but not limited to the following;

## 4.1 Partnerships, Networking & Collaboration

In today's development work, no single organization can individually champion and conclude any development work especially advocacy related work or outcome by itself without the support of other players. This is because the scale and complexity of issues in the development realm are complex, large scale and require different skills and experience that many not be resident in KAALO. Going forward with this strategy, it will be necessary for KAALO to continue mapping, identifying and forging collaboration with like-minded entities. KAALO's partnership framework or strategy will be the road map in conceptualizing, engag-

ing and building sustainable and viable collaborations and networks. Identification, building and managing of partnerships and collaboration initiatives will be part of the core processes for the KAALO on a continuous basis.

## 4.2 Harnessing ICT

This is an information era. Technology has informed and changed many approached especially in development work including advocacy. In the rapidly changing technological world, access to data and creative use of data is top on the agenda of many organizations and corporations. The world unlike before has turned into a global village because ICT has flattened the barriers to facilitate timely and targeted sharing of information. In the quest to promote effective programming, strategic advocacy; demonstrate the effectiveness of advocacy; promote visibility of KAALO, and information sharing; KAALO will have to inevitably make use ICT in its work.

## 4.3 Capacity Building.

In all our programs, capacity building will be adopted as one of the main areas that will be given attention. This is because we appreciate that positive transformation can only be achieved when the capacities of the different stakeholders are enhanced. This is an effort to make sure the people are able to sustain the projects and the initiatives that have

been implemented in the communities. Capacity building will be pursued as a way of building local ownership of the projects and programs implemented in the community. Capacity building will focus on individuals, local institutions and other actors such as government officials whose presence in the community is much longer compared to KAALO.

#### **4.4 Research and Documentation.**

Capacity to conduct research and assemble data into utilizable information is one major pillar in pursuing effective program management and achieving lasting changes. For instance, to be able to achieve good targeting of the marginalized and vulnerable, we shall have to conduct a vulnerability assessment to ensure that our programs are well targeted.

#### **4.5 Advocacy**

Another core area that will be given a lot of attention is advocacy. KAALO treats advocacy both as a program approach in implementing programs but also focuses on it as a cross cutting issue. In whatever work we do and wherever we shall be implementing projects, we shall consistently explore the underlying policy issues around policies and the legal framework that need to be addressed to realize positive changes in the community. This reason, KAALO will build the capacity of her staff to undertake effective non-confrontational advocacy so that the duty bearers are accountable to the rights holders. In the quest to demonstrate the effectiveness and contribution of advocacy, credible and compelling evidence of success stories and contribution of the same have to be showcased. Without data it might be difficult to win the support and confidence of several players and skeptics especially those who still have doubts about the effectiveness and contribution of advocacy in promoting human rights, democracy and good governance. Investing in good research & documentation should be viewed as one of the key tools that will support advocacy and sustained engagements with key policy and decision makers.

*“ . . . no single organization can individually champion and conclude any development work especially advocacy related work or outcome by itself without the support of other players. .”*

# 5.0 Monitoring, Evaluation & Learning Plan.

The notion of good governance underscores the importance of demonstrating accountability to both the funders and beneficiaries of development interventions. It is thus important for KAALO make a deliberate investment in terms of time, resources and effort to measure efforts and results of implementing this strategy.

## 5.1 Organizational arrangements for M&E

KAALO adopted a mainstreaming approach to advocacy. This means advocacy is part and partial of all projects and activities and is also reflected in almost all the project and program work plans, budgets and reports. Such a programming approach towards advocacy simply means that advocacy indicators will not be treated as a stand-alone but will be incorporated in all different projects and programs. In brief, the projects and programs being implemented will all contribute towards the outcome indicators either directly or indirectly.

To make M&E for this strategic plan as practical and cost effective as possible, it is recommended that the priority outcome indicators that KAALO would wish to measure at the base-line or end of strategic period be integrated in the M&E framework for the organization. The purpose here is to ensure the measurement of the indicators happens at the time the organization is conducting a baseline for the new strategic plan.

KAALO shall on a regular (monthly, quarterly, bi-annual and annual) basis collect reports and aggregate data from the monitoring and evaluation process to inform decision making at a leadership level or program management level. It is therefore inevitable to conduct the base-line, mid-term and end-term evaluation processes/events. The outcome indicators shall be measured to obtain both the base-line data and the end-line data that is critical in measuring success and progress in pursuing the different indicators under the four strategic objectives. The efficiency of implementing this strategic plan will be made possible using the output indicators in the annual operational plans.

Learning and reflection events to take stock of the effort and progress towards achieving results will be periodically organized. These events will be held on a monthly, quarterly, semi-annual and annual basis to depending on the availability of time and resources.

Dissemination of findings and reports generated from the different M&E events will be possible using the KAALO communication plan. This tool should be able to facilitate KAALO to undertake effective and focused communication with different stakeholders taking into consideration their social, economic and other demographic characteristics.

## 5.2 Inputs/Arrangements for M&E.

The following will be in place to guide the formative and summative evaluation of KAALO strategic plan;

- a) The priority indicators in this plan will be integrated in the KAALO M&E system.
- b) The log frame matrix of KAALO strategic plan including the strategic objectives and outcomes with delineated indicators.
- c) Annual and quarterly work plans and monitoring checklist will be prepared, guided by the Strategic Plan. These work plans are vital for tracking the delivery process.
- d) Monitoring and support supervision of the organizations implementing KAALO programs and activities will take the key place in regular monitoring.
- e) M&E champion to provide technical and process support towards all M&E events.

## 5.3 Key Elements for formative evaluation of the strategic plan.

The intention of KAALO is to conduct annual reviews of all of the activities completed since the launch of the plan and record accomplishments. The Board and senior management will review it annually to assess progress is being made toward the strategic objectives and will add milestones, as needed and desired, to move toward the objectives. In addition, the review of this plan will inform the development of each annual plan.

Formative evaluation processes will focus on the following area:

- a) Availability of expected inputs for implementation, including timing, quality and amount,
- b) Activities implemented vis-à-vis activities planned,
- c) Timeliness of implementation of strategic initiatives,
- d) Evidence of outcomes of the strategic initiatives / activities implemented, including their timing, quality and amount,
- e) Level of involvement of actors as planned,
- f) Beneficiaries, both targeted and unintended,
- g) Activities not implemented, or rescheduled,
- h) Changes, omissions, deletions or additions (in activities or entire strategic plan),

*“ . . . the outcome indicators shall be measured to obtain both the base-line data and the end-line data that is critical in measuring success and progress in pursuing the different indicators under the four strategic objectives”.*

## 5.4 Key Elements for summative Evaluation of the plan.

Evaluation and learning are critical towards achieving success obtained at a policy level as a result of implementing this framework. This means this strategy has to be measured at the beginning, at mid-term and at the end of the implementation period. The monitoring and evaluation process shall be guided by outcomes indicators in the strategy logical framework.

Summative Evaluation of the strategy, focus will be placed on the following areas

- a) Effectiveness of programs of KAALO in meeting the goal and objectives set,
- b) Efficiency in attaining the objectives/targets, in terms of cost-effectiveness in program execution,
- c) Relevance, Validity and coherence of designs of interventions/programs,
- d) Sustainability of programs and activities,
- e) Impact of the work undertaken by KAALO and the extent to which KAALO is making the desired change,
- f) Most significant changes in the advocacy targets and or environment,
- g) Both the positive and negative intended effects,
- h) Unanticipated and anticipated effects of KAALO whether positive or negative.

## 5.5 Means of Verification/ Instruments for M&E.

The following means will generate the information required as process, output and outcome indicators to monitor and evaluate the work of KAALO:

- a) Baseline, surveys and impact studies at onset, mid and end of strategy implementation,
- b) Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed,
- c) Supervision and monitoring visits,
- d) Periodic review meetings,
- e) Quarterly and annual reports of KAALO and members and thematic working groups.
- f) Et cetera.

## 6.0 Resourcing the Strategy.

Programs, projects and strategic initiatives are the vehicles or the means of driving this strategy to ensure it is translated into operations. Financial & not financial resources are much needed to execute different projects and programs. Hence the need to undertake focused fundraising and resource mobilization.

Therefore, KAALO will place a lot of focused effort to fundraise and mobilize resources to ensure KAALO is financially viable and sustainable with diversified funding sources. Resource mobilization shall be undertaken to realize additional resource that are required to specifically deliver on the strategic initiatives, emerging priorities, innovations and other overheads of the secretariat.

KAALO will develop and execute funding concepts and other resources mobilization initiatives with the guidance of the board. KAALO will on a continuous basis undertake donor mapping to explore opportunities where public donors are providing resources to support strategic communication in health & development. In order to succeed in competitive grant acquisition, KAALO will have to further build the capacity of secretariat staff to write competitive grant proposals. A fundraising and resources mobilization plan will have to be developed to guide focused and efficient fundraising and resources mobilization in order to make KAALO a financially viable and sustainable organization.

*“... the monitoring and evaluation process shall be guided by outcomes indicators in the strategy logical framework.”*

## 6.1 Summarized Budget in US Dollars

| 1.0 WASH SECTOR.   |                     |                     |                     |                       |
|--|---------------------|---------------------|---------------------|-----------------------|
| Outcomes   | 2018                | 2019                | 2020                | Total                 |
| 1.1 Improved capacity for WASH actors to participate in planning, management and delivery of WASH services at the community level.   | \$70,000.00         | \$90,000.00         | \$85,000.00         | \$245,000.00          |
| 1.2 Increased availability, access and utilization of clean and safe water and sanitation facilities at household and community level to reduce the incidences of public health risks. | \$150,000.00        | \$130,000.00        | \$160,000.00        | \$440,000.00          |
| 1.3 Enhanced community knowledge, skills and practices in WASH services to reduce the public health risks.   | \$250,000.00        | \$300,000.00        | \$350,000.00        | \$900,000.00          |
| 1.4 Improved capacity and willingness of duty bearers to facilitate participatory planning and management of WASH services to enhance quality of WASH services.                        | \$80,000.00         | \$110,000.00        | \$130,000.00        | \$320,000.00          |
| <b>Sub Total</b>   | <b>\$550,000.00</b> | <b>\$630,000.00</b> | <b>\$725,000.00</b> | <b>\$1,905,000.00</b> |
| 2.0 LIVELIHOOD, RESILIENCE & EMERGENCY RESPONSE SECTOR.  |                     |                     |                     |                       |
| 2.1 Increased productivity of food and other nutritious foods at the household level.  | \$120,000.00        | \$130,000.00        | \$150,000.00        | \$400,000.00          |
| 2.2 Increased income at individual level, household level and within organized groups and associations (fish, livestock and agricultural sectors) within the community.                | \$80,000.00         | \$110,000.00        | \$140,000.00        | \$330,000.00          |
| 2.3 Increased resilience and Disaster Risk Reduction of the communities towards natural and man-made shocks and disasters.   | \$60,000.00         | \$ 75,000.00        | \$82,000.00         | \$217,000.00          |
| 2.4 Improved emergency response and support towards the vulnerable and affected communities.   | \$50,000.00         | \$350,000.00        | \$380,000.00        | \$1,180,000.00        |
| <b>Sub Total</b>   | <b>\$710,000.00</b> | <b>\$665,000.00</b> | <b>\$752,000.00</b> | <b>\$2,127,000.00</b> |



### 3.0 HUMAN RIGHTS, ACCESS TO JUSTICE, WOMEN EMPOWERMENT & PROTECTION SECTOR

| Outcomes  | 2018                | 2019                | 2020                  | Total               |
|---|---------------------|---------------------|-----------------------|---------------------|
| 3.1 Improved women political participation and decision making at house-hold, local and federal level.                  | \$150,000.00        | \$140,000.00        | \$120,000.00          | \$410,000.00        |
| Improved income and economic empowerment of women.  | \$250,000.00        | \$280,000.00        | \$190,000.00          | \$720,000.00        |
| Improved access to justice for women, IDPs, refugees and asylum seekers and other marginalized communities.             | \$120,000.00        | \$100,000.00        | \$160,000.00          | \$380,000.00        |
| 3.2 Increased recognition and respect for human rights and fundamental freedoms.  | \$130,000.00        | \$125,000.00        | \$168,000.00          | \$423,000.00        |
| 3.3 Reduced prevalence of abuses and violence against girls, women and children in the community.                       | \$140,000.00        | \$160,000.00        | \$178,000.00          | \$478,000.00        |
| 3.4 Increased quality of response and support towards girls, women and children who are victims of abuses and violence. | \$85,000.00         | \$92,000.00         | \$120,000.00          | \$297,000.00        |
| 3.5 Improved participation and involvement of citizens in the governance and democratization process.                   | \$95,000.00         | \$75,000.00         | \$76,000.00           | \$246,000.00        |
| <b>Sub Total</b>  | <b>\$970,000.00</b> | <b>\$972,000.00</b> | <b>\$1,012,000.00</b> | <b>2,954,000.00</b> |

### 4.0 ORGANIZATIONAL EFFECTIVENESS SECTOR.

|  |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| 4.1 Improved compliance, effectiveness, cost and operational efficiency.                     | \$20,000.00           | \$7,000.00            | \$5,000.00            | \$32,000.00           |
| 4.2 Improved responsiveness and timeliness to internal and external stakeholders.            | \$15,000.00           | \$2,000.00            | \$2,500.00            | \$19,500.00           |
| 4.3 Improved risk detection and mitigation within KAALO.                                     | \$20,000.00           | \$12,000.00           | \$3,500.00            | \$35,500.00           |
| 4.4 Strengthened strategic leadership and organizational oversight.                          | \$5,000.00            | \$3,000.00            | \$1,200.00            | \$9,200.00            |
| 4.5 Improved staff performance and engagement.   | \$12,000.00           | \$4,000.00            | \$2,000.00            | \$18,000.00           |
| 4.6 Diversified funding sources and resource base.   | \$12,000.00           | \$3,500.00            | \$1,400.00            | \$16,900.00           |
| 4.7 Improved emergency response and support towards the vulnerable and affected communities. | \$5,000.00            | \$5,000.00            | \$5,000.00            | \$15,000.00           |
| 4.8 Improved knowledge management, program accountability, learning and innovation.          | \$4,500.00            | \$3,500.00            | \$1,200.00            | \$9,200.00            |
| 4.9 Improved visibility, partnership and collaboration with stakeholders.                    | \$6,500.00            | \$2,000.00            | \$600.00              | \$9,100.00            |
| 4.10 Improved program efficiency, relevance and accountability.                              | \$4,500.00            | \$1,200.00            | \$1,220.00            | \$6,920.00            |
| <b>Sub Total</b>   | <b>\$104,500.00</b>   | <b>\$42,719.00</b>    | <b>\$19,620.00</b>    | <b>\$164,820.00</b>   |
| <b>Total (USD)</b>   | <b>\$2,334,500.00</b> | <b>\$2,309,719.00</b> | <b>\$2,508,620.00</b> | <b>\$7,150,820.00</b> |

# 7.0 Appendix

## 7.0 KAALO SWOR Matrix

### SWOR ANALYSIS

| Strengths   | Implications  |
|---|---|
| <ul style="list-style-type: none"> <li>• Legal registration with government.</li> <li>• Mutual trust &amp; respect from peers.</li> <li>• Good working relationship with existing donors and funders.</li> <li>• Expertise in the area of WASH, Livelihoods and Human Rights Protection.</li> </ul>   | <ol style="list-style-type: none"> <li>1. Enhance the capacity of the Network to meet the needs and expectations of members.</li> <li>2. Strengthen learning and information sharing mechanisms among the BCC professionals and practitioners.</li> <li>3. Strengthen staff engagement, satisfaction &amp; performance.</li> </ol>                    |
| Weaknesses  | Implications  |
| <ul style="list-style-type: none"> <li>• Inadequate capacity to catch with the evolving advocacy terrain and challenges.</li> <li>• Limited financial resources.</li> <li>• Weak performance management system.</li> <li>• Too broad areas of focus ( education, health, WASH, livelihood, human rights, protection, environment)</li> <li>• Limited research capacity and research.</li> </ul> | <ol style="list-style-type: none"> <li>1. Enhance research capacity to support evidence based advocacy.</li> <li>2. Focus on improving the financial sustainability and viability of KAALO.</li> <li>3. Enhance fundraising and resource mobilization focusing on the non-traditional sources such as the Diaspora and the private sector.</li> </ol> |
| Opportunities   | Implications  |
| <ul style="list-style-type: none"> <li>• Donor shift to working with local organizations.</li> <li>• Improved peace and security in the areas of operation.</li> <li>• Increasing focus from emergency to development programs by both government and donors.</li> <li>• Good reputation with the government and other key players.</li> </ul>  | <ol style="list-style-type: none"> <li>1. Strengthen networking and collaboration with government and donors.</li> <li>2. Increase engagement with donors with the aim of targeting funding to support the work of the organization.</li> </ol>   |
| Risks   | Implications  |
| <ul style="list-style-type: none"> <li>• High incidences of both man-made and natural disasters such as drought.</li> <li>• Increasing public health issues as a result of limited availability of clean water and sanitation facilities.</li> <li>• High expectations from communities.</li> <li>• Shrinking donor basket and stiff competition for grants.</li> </ul>                         | <ol style="list-style-type: none"> <li>1. Invest more in livelihood, WASH and protection issues</li> <li>2. Improve research to back up evidence based advocacy.</li> <li>3. Strengthen mechanisms to gather routine feedback on the satisfaction, needs and expectations of different stakeholders.</li> </ol>                                       |

## 7.0 Participants of Strategy Workshop

| S/N | Name                    | Title                      | Organization |
|-----|-------------------------|----------------------------|--------------|
| 1   | Mohamoud Sh hamud       | Executive Director         | KAALO        |
| 2   | Burhan Jama Yusuf       | Programme Director         | KAALO        |
| 3   | Ahmed Shire Ahmed       | Deputy Director            | PSU          |
| 4   | Mohamed Hussien Subeyr  | Operation Director         | KAALO        |
| 5   | Omar sh Hamud           | Programme coordinator      | KAALO        |
| 6   | Maymun Mohamoud         | Protection officer         | KAALO        |
| 7   | Mohamoud birik Aden     | Protection officer         | KAALO        |
| 8   | Nour Shire Ahmed        | Emergency response manager | KAALO        |
| 9   | Ahmed Ali nour          | WASH officer               | KAALO        |
| 10  | Abdulahi Najb           | Livelihood manager         | KAALO        |
| 11  | Said Abdi Mohamed       | Logistic/ IT               | KAALO        |
| 12  | Abdirisak Farah         | Faculty Dean               | PSU          |
| 13  | Abdisamad Duale         | Quality Assurance          | PSU          |
| 14  | Abdikadir Ahmed Warsame | Research Centre            | PSU          |
| 15  | Mohamed Salah           | UNHCR Field Office         | UNHCR        |
| 16  | Ahmed Naji              | NCA program Coordinator    | NCA          |
| 17  | Hassan Dirie            | IRC Field Office, Garowe   | IRC          |



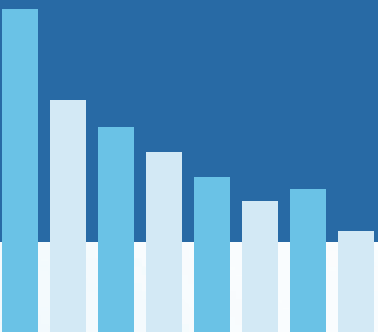




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# Strategic Plan. 2018-2020



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